

ADMINISTRATIVE - INTERNAL USE ONLY

Per-18



8 August 1988

MEMORANDUM FOR: FBIS Supervisors

FROM: R. W. Manners
Director, Foreign Broadcast Information Service

SUBJECT: PAR Duty on Career Development

1. All supervisors will henceforth be rated in their PARs on their performance in providing career development guidance to their subordinates. All PARs for employees occupying supervisory positions must include as a duty: "Provides career development guidance to subordinates." The numerical rating for that duty and the narrative comments will address the supervisor's personal commitment to the development of subordinates. This includes the development and coaching of employees in ways that fully utilize their capabilities and fulfill their career aspirations, and the effectiveness of feedback and performance appraisals.

2. I want to emphasize that this new rating should not be considered pro forma. The PAR writers must take this new duty seriously and make honest evaluations if we are to expect improved career development in FBIS. I have charged DD/FBIS and the SA/CD with the responsibility of monitoring supervisors' attention to this new duty.

STAT



R. W. Manners

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